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# State of the City

1997-1998

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*The City of*

*San Francisco*

*looks toward the  
promise of a*

*new millennium.*

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*Designed and produced by  
The Wessling Creative Group  
Tony Wessling, Creative Director  
Keara Fallon, Associate*

*Presented as a gift to the citizens of  
San Francisco, with many thanks to  
the individuals, city departments and  
community organizations who provided  
the words, pictures and inspiration  
which helped bring this project to fruition.*

# State of the City

1997-1998

Mayor Willie L. Brown, Jr.  
reports to the Citizens of the  
City and County of  
San Francisco, California

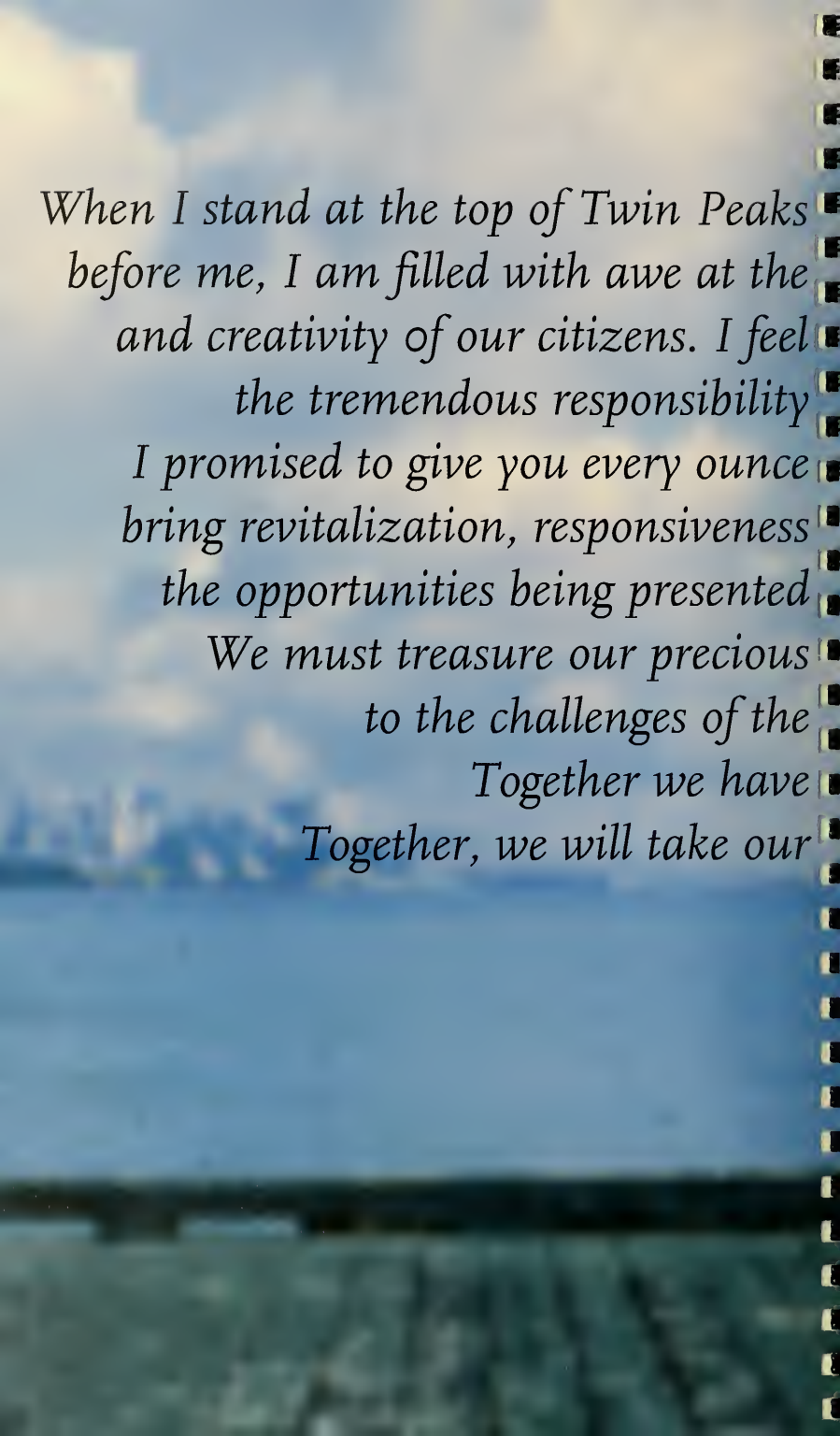
Board of Supervisors:  
Barbara Kaufman, President  
Tom Ammiano  
Sue Bierman  
Rev. Amos Brown  
Leslie Katz  
Susan Leal  
Jose Medina  
Gavin Newsom  
Mabel Teng  
Michael Yaki  
Leland Yee

*The City of  
San Francisco  
looks toward the  
promise of a  
new millennium.*

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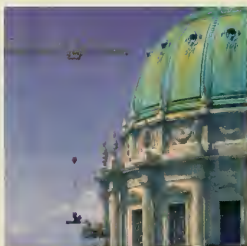
When I stand at the top of Twin Peaks  
before me, I am filled with awe at the  
and creativity of our citizens. I feel  
the tremendous responsibility  
I promised to give you every ounce  
bring revitalization, responsiveness  
the opportunities being presented  
We must treasure our precious  
to the challenges of the  
Together we have  
Together, we will take our

and gaze at the vista of San Francisco  
beauty of our city and for the courage  
proud to be your mayor, and I know  
with which you have entrusted me.  
of my energy. I promised I would  
and results to this city. We must seize  
to us. We must be entrepreneurs.  
heritage even as we respond  
present and the future.  
accomplished much.  
city into the new millennium.



revitaliz

responsiveness





# ation

*...to realize our dreams,  
we must be realistic."*



Twelve months ago, I stood here before you to deliver my first state of the city address.

We shared our mutual love of San Francisco — its uniqueness, its beauty, its incredible diversity. I outlined then the many advances made in this administration's first 10 months — in health services, in crime prevention, in job creation, a host of other issues. I spoke of the successes of our summits on the economy and on health care.

I acknowledged the difficulties and challenges ahead — the imminent restructuring of the welfare system, the need to find additional homes and jobs for those who had neither, the issues surrounding public transportation. It was utterly clear that many things were broken and needed fixing. We knew we needed health care for the uninsured, cleaner streets, a juvenile justice system that worked, opportunities for our children, city agencies that acknowledged one another's existence and greater collaboration among non-profit organizations.

When people ask me, "What do you want for San Francisco? What is your vision for our city?" I give the same answer I gave during my campaign. The same answer I gave here last year. The same answer I will continue to offer as long as I am mayor of this city:

I want revitalization.  
I want responsiveness.  
I want results.

I promised that with strong leadership, we could achieve all three. I also told you that to realize our dreams, we must be realistic.

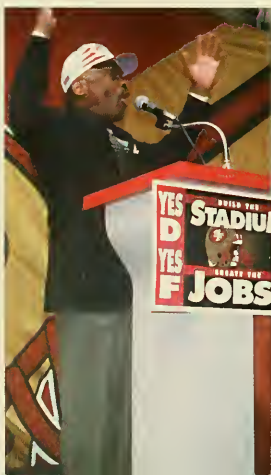
# results

# vitality



# opportunities

In the first year, we made quick fixes and got quick results. That's short-term progress. But more importantly, through revitalization and responsiveness, we have laid the groundwork for spectacular results; realistic results that will manifest themselves handsomely, well into the next millennium.



There's revitalization. This city's economic health is on the upswing. Development projects and business expansions under way throughout the city are creating jobs and new opportunities. Yes, San Francisco, like much of the country, is experiencing an economic boom. But no big city mayor can afford to sit around and wait for opportunities to be dropped on his or her lap. We must be aggressive in pursuing economic revitalization. We must be entrepreneurs. More employment opportunities means more money for city services, which translates to a better quality of life for us all. There's no mystery in that formula; it's just logical.



# nity



There's responsiveness. You pay taxes, I pay taxes. You want a responsive and efficient government, I want the same. We both want what we pay for. We have that in the form of a healthy \$3.4 billion budget that invests in our city and its citizens without tax increases and without cuts to services we all expect. In addition, we have a reserve fund of \$10 million.

We've reorganized our city services to make them more responsive. We both want city employees and department heads to be held accountable. Our public servants know that if they don't perform in their jobs, they will answer swiftly to me. They know that public service is a high calling; it is not a nine to five job. I demand 24-hour service of myself. Your public servants know the same is demanded of them.

There are results. I respect reasonable process, and nothing moves forward in our city without observing the proper hearings, permits and reviews. But process must yield a gain, a benefit for the citizens of San Francisco. When I took office, this city's economic engine had been idling for years. That benefits no one. An idling engine does nothing more than keep you in the same spot. I want results. Mission Bay languished for more than a decade; the Giants

*"You want a responsive  
and efficient government,  
I want the same.  
We both want what  
we pay for."*

# evoke

talked for years about leaving San Francisco; the 49ers were considering options elsewhere. We put all three of those engines into gear because we need the jobs, the financial stability and the social services those projects will provide.

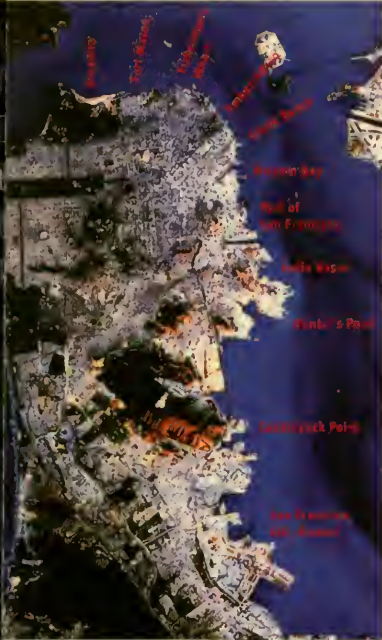
When our Redevelopment Agency restructures a low-cost lease so Wedrell James of Bayview Hunters Point can expand his local construction business and hire more community residents — that's revitalization

When a simple telephone call to my neighborhood outreach office from Anya-Malka Halevi results in the resurfacing of her 1300 block of Jessie Street — a street in deplorable condition for years — that's responsiveness.

When we negotiate a complex, multi-pronged deal with the school district, and the outcome is a new Bessie Carmichael school South of Market, a child-care center at Seventh and Lawton streets and an Excelsior Youth Center for the City — that's results.



# instill



When I see hope for the first time in 40 years in Bayview/Hunters Point, when I know the 49ers and the Giants will be here for decades to come, when I see smiles on the faces of public housing tenants, when I cut the ribbon at new community centers in Chinatown, when small businesses open on Irving Street and Chestnut Street, when corporate entities open megastores in Union Square, when I see cleaner, safer streets, I see revitalization; I see responsiveness, and I see results.

These are the "Three R's" by which you can judge this administration.

Let's speak first of revitalization.

One thing I am extraordinarily proud of is this city's ability to come together for the good of all. We have our differences, but we always respect one another, and I am proud that our prosperous neighborhoods are willing to reach out to our less prosperous neighborhoods.

We can all be proud as we take part in the rebirth of the southeast corridor of our city — an area shamefully neglected for more than 40 years.

Let me walk you through this part of town as I see it in the near future. It starts roughly at the Bay Bridge and continues down along the southern waterfront to Candlestick Point. Standing as sentinels at each end of the corridor are the Giants

p r i d e

# vision



ballpark and the 49ers stadium/retail mall complex. In between are Mission Bay and UCSF's second campus — the largest urban development project in the United States; the Hunters Point shipyard — 500 acres of prime waterfront property; India Basin, and the Bayview/Hunters Point neighborhood. The artery running through all these elements is the Third Street light-rail line.

The Southeast Corridor has for decades largely been a wasteland, filled with rotting warehouses, abandoned shipyards and struggling small businesses. We're changing that. The ballpark, the stadium complex, Mission Bay and the UCSF campus are all moving forward. These projects will bring jobs, housing, open space, retail businesses, light industry and revitalization to the neighborhood.



*"We can all be proud as  
we take part in the  
rebirth of the southeast  
corridor of our city..."*

We have turned our attention to the shipyard and the Bayview/Hunters Point neighborhood.

When the federal government announced it was moving out of the Hunters Point shipyard, typically, no one stepped forward to counter the obvious detrimental economic impacts to the neighborhood. The official transfer contract has been under negotiation for seven years, through three administrations, and yet there have been no serious initiatives to encourage private sector investment. Until now.

We'll sign the transfer agreement in the coming weeks. We'll pay \$1 for the site, and the Navy has agreed to an expedited toxic clean-up process, hopefully within the next five years.

We're ready, and we're thinking big. The Board of Supervisors has approved a citizen advisory committee's reuse plan that encompasses an extraordinary mixed use of open space, recreational facilities, light industry, a job-training center and the flexibility to maintain current uses by artists, businesses and the community. Citizen advisory committee member Lori Yamaguchi calls the plan a "clear concept and vision for the shipyard."

a b i l i t y







The first major project for the shipyard will begin in early 1998, with the construction of five acres of wetlands restoration and a visitors' center. More than one million square feet of property is already leased there, and we're in negotiations for another half million. I see the potential for locating UCSF spin-off research labs there and for creating live-work space for artists.

rest

Key to a successful reuse plan for this area is, of course, adequate transportation and access. We need to consider a way to link the 49ers complex and Highway 101, perhaps by causeway or bridge. The advantages would be enormous: The shipyard would attract spin-off benefits from the retail complex, thus generating millions of dollars to the General Fund. The mall could use shipyard property for additional off-site parking. Commercial vehicles would have easy access to Highway 101, thereby eliminating excess truck traffic through Bayview Hunters Point. And the Third Street Rail line would have an open path for neighborhood businesses.

We're also thinking about small businesses in the area. We have numerous projects under way in Bayview Hunters Point, including more than \$2.5 million in small business loans through the mayor's office of community development. We have put together a non-profit organization to spearhead the purchase and management of the Bayview Plaza industrial park.



rebu



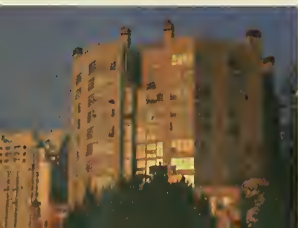
*"We are a city  
dramatically on  
the move."*





benefit

facilitate



# issance

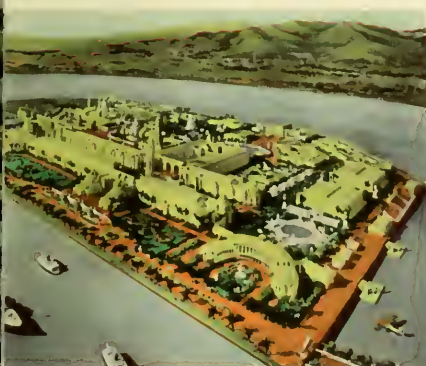
Two Bayview entrepreneurs recently participated in the city-sponsored Renaissance, a program designed to incubate small businesses. Thanks to management training and small business loans, Johnicon George's African Heritage Book store is up and running on Third Street and Ron Mack's Bay Copy is open for business in the plaza. Sam Miller, a former public housing resident, received a city-guaranteed \$40,000 bank loan to expand his pest control business and hire one low-income person.

Much of the revitalization of this area will be facilitated by the port's waterfront plan, which after seven years and hundreds of meetings has finally been approved. The port itself is booming, with cargo tonnage expected to double next year and cargo revenue to increase by 40 percent.

But this is only one section of San Francisco undergoing revitalization.

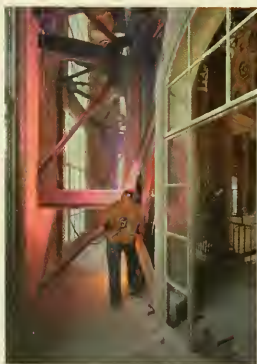
We have a second military base to nurture: Treasure Island, a site of outstanding potential. The official transfer of management from the Navy to the city took place only 14 days ago, but we are well on our way to creating a community that will reflect the incredible diversity of San Francisco. We'll have a marina, the police academy, a firefighters college, soccer fields, film facilities and restaurants.

We have about 900 units of housing available on Treasure Island, and we are currently negotiating with a consortium of universities in San Francisco — State, UC, Golden Gate College — to make this a village for students. The consortium would take the lead in managing the housing and would fund transportation and other necessary services. Also housed there would be people who work on and care for the island.





# prosperity



The Treasure Island Development Authority, which consists of the directors of planning, redevelopment and the port, along with two citizens, will oversee the reuse plan and ensure that it is implemented in a timely fashion.

In the Western Addition, the lower Fillmore Jazz District is now a go. WDG companies will build a nine-screen theater complex, a jazz club and a 460-stall parking garage on the east side of Fillmore, between Ellis and Eddy streets. WDG has recently secured signed commitments from AMC theaters and New York's famed Blue Note jazz club to lease the complex. It will be the first Blue Note satellite club on the West Coast. We'll finance the project through private and public sources, including a loan from the Mayor's Office of Community Development. Jobs? More than 300 of them are expected, not to mention the other retail businesses that will spring up around the increased foot traffic.

We're seeing a boom in our downtown area. Ground is being broken on new hotels for the first time in decades. Macy's is expanding. Levi Strauss is working to build a flagship store at Union Square. We're aggressively working to find larger quarters for the Pacific Stock Exchange. Nikeworld, Diesel, Virgin Records, Bulgari's, Saks Men's store are contributing handsomely to the revitalization of the Union Square area. Bank of America recently showed off its \$25 million state-of-the-art trading floor—the largest this side of Chicago.

We're expanding Moscone Center even more, with another 94,000 square feet of exhibit space—the preferred site being at Fourth and Howard streets. The Sony entertainment complex is moving forward.

In the next few years, the Civic Center will become what it was meant to be in the first place—a gathering place for all San Franciscans.

C





o r e s e



vility

We have more than a dozen Civic Center revitalization projects in various stages — City Hall, the Opera House, the new state building, the courts building, the federal building, the Asian Art Museum. The Department of Public Works is leading a multi-agency team to implement long-term improvements to the Civic Center Historic District. The goal is to resurrect the original 1912 Beaux Arts design while incorporating modern 21st century uses. This will include traffic patterns, plaza renovation, Muni station improvements, and the renovation of the Fulton Street mall. A massive public outreach program will be launched for the Civic Center restoration — with hearings, design workshops and project update presentations.

And let me tell you about something special: We plan to light all these buildings in the evenings, opening up the entire space for evening activities.

Visitors continue to pour into San Francisco—once again Conde Nast has named us the nation's number one tourist destination. A recent series in the San Francisco Examiner reiterated that half of our city's economy is based on tourism — more than 16 million of them came through here. Our \$2.5 billion airport expansion program will help move tourists and business people alike through our city.





infra

## goals

We're building a new gay and lesbian community center on Market Street; we've broken ground on the Excelsior Youth Center. Bonds passed by voters last June mean we're going to spend nearly \$48 million to spruce up the zoo and another \$140 million to renovate our schools and community college—from new construction to hardwiring of buildings to seismic upgrades to improved science labs for every middle and high school.



We're continuing to promote multimedia, one of the fastest growing industries in our city. The Department of Building Inspections is working on an expedited permit process of multimedia businesses, and Supervisor Leslie Katz will convene a multimedia summit early next year.

We're studying the best use of the Transbay Terminal site. That facility, an abomination from seismic, health and safety perspectives, will be demolished. We're currently going through the environmental impact process for a new terminal nearby, and I note that San Francisco was successful in securing \$80 million from the new bridge toll to help pay for this \$125 million project.



# structure

As you can see, we are a city dramatically on the move. In order to move these projects forward, we need a responsive and efficient government.

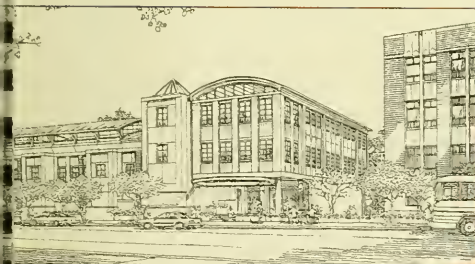
We can have all the projects in the world standing by, but they'll go nowhere quickly without a responsive government.

Earlier in my remarks, I emphasized the importance of efficiency in San Francisco's city government. I pledged to you, the taxpayers and citizens of San Francisco, that you would receive services in direct value to what you paid for. We have reorganized nearly all our city services to make them more responsive to you.

Let me give you some real-life examples of reorganization for responsiveness:

John Hirohata of Christopher Drive worried for years that a decaying eucalyptus tree was threatening his house. He couldn't sleep nights. The City did not respond

# success





to his concerns. He contacted this administration's DPW, and the tree was removed. He sent his heartfelt thanks in a letter to my office.

Bob Santilli of Vallejo Street in the Mission complained to City Hall for four years of rat-infested garbage collecting outside a local nightclub. He wrote to my office shortly after my inauguration. A few weeks later, he wrote again to thank this office for swift and thorough action on the removal of the refuse.

When Anne Marie Shami purchased storefront property on Cortland Avenue in Bernal Heights for a coffeehouse and cafe, she knew she needed to comply with ADA safety, health and planning codes. She expected some delays, but she didn't expect her own Heart of Darkness journey through city bureaucracy with its sequential rather simultaneous approval processes.

My office interceded, and her cafe, The Progressive Grounds Coffeehouse, is now a popular neighborhood gathering spot.

Mrs. Shami's nightmare will not be repeated under the reorganizations of the Planning and Building Inspections departments. We can't afford to take months and even years to get something done. For the first time, planning and building inspection are working together, and permit process time has been cut in half.

Nearly all services in my administration have been reorganized to make them more efficient, more user-friendly and more results-oriented. Our goal is to bring City Hall literally into your neighborhoods.

We have opened neighborhood City Halls, a project instituted by Supervisor Barbara Kaufman. At these sites — in Chinatown,

*"Crime is down  
city-wide..."*





# health



West of Twin Peaks, the OMI/Excelsior and Bayview Hunters Point — residents can bring questions and concerns and get immediate response. Hundreds of you have taken advantage of this service.

What about those times when you're most vulnerable — when you've got a medical or safety emergency at home or work?

We've moved the paramedics into your neighborhoods through the merger of the paramedic and fire department operations — forever changing a 100-year-old system. Having both operations in the same facilities will dramatically reduce response time from eight minutes to less than five minutes. This change could quite possibly save your life or the life of someone you love.

We all remember the horrific incident at 101 California Street in 1993 and the tragic deaths that occurred there. The antiquated, bifurcated 911 system resulted in a too-slow response time. We broke ground on our new 911 center several months ago, and when it is completed, we will no longer have to fear that the police aren't talking to the paramedics aren't talking to fire-fighters. This project is on the fast-track and is scheduled for completion at the end of 1999.

The police department has moved into your neighborhoods through citizen patrols, mentoring programs and community policing. Every neighborhood in San Francisco is involved with helping police patrol its environs. The result is that crime is down citywide, with a particular drop in homicides (22 percent) and in rapes (26 percent).

The Planning Department has moved into your neighborhoods. We've divided the City into sections, each with its own planning







supervisor. This will help us protect the unique characteristics and cultural diversity of each of our neighborhoods.

We're preserving our precious heritage by doubling the number of planners' hours devoted to landmarks issues and increasing, from two to seven, the number of planners attending to preservation discussions.

Parks and Rec has moved into the neighborhoods. We've divided the department along geographical rather than functional lines with one supervisor assigned to the northern half of the City and one to the southern half. They'll be responsible for both park and recreation programs. Staff will be physically relocated into satellite sites throughout the city. So if you're concerned about the state of restrooms at Collingwood Park, or trash accumulating at Douglass Park, or new bike trails for McLaren Park, or deteriorating children's play equipment in Chinatown, you now can contact your neighborhood office.

You have neighborhood health clinics, new Senior Central locations, new community centers, Town Hall meetings with your supervisors and neighborhood emergency response teams in the event of an earthquake.

Then there is a neighborhood subject dear to my heart — the cleanliness of our streets.

When I was a young boy, we didn't have street sweepers in Mineola, Texas. If you threw garbage in the streets, you had to live with it. My grandmother would not let me go to bed at night unless my room was clean, my clothes picked up. There was no relaxing in our household until it was spic and span. I hated that regimen, but it instilled in me forever an obsession with tidiness.

This city does not get dirty on its own. We make it that way. We must change our habits. That is why I'm very excited about an unprecedented event on November 8 — The Great Sweep of San Francisco. We're going to clean the entire city in one day, with all of us chipping in.

We've divided the city into sections, and City Hall will lead the charge. A senior staff person or department head at City Hall has been assigned as precinct captain for every section. They'll be responsible for coaxing every single person in San Francisco to step outside and clean the street in front of their homes and businesses. Thousands of you will be dispatched to hot spots all over the city.

I want schools involved, corporations involved, churches involved, merchants involved, neighbors involved. I am asking the entire city to step forward and say, yes, we care about the cleanliness of our city, and we're willing to do our part. You sweep the streets with us, and we'll come by and pick up the garbage.

I want this to become a twice-yearly event for the city of San Francisco. The objective is to change our habits forever, and we'll leave in place one person for each district to encourage continued dedication to clean streets.

Remember: The Great Sweep of San Francisco. November 8.

But cleaning the streets is not a one-day endeavor for this administration. We helped the



merchants of Market Street set up their own steam-cleaning program and provided the sweepers in the form of citizens working off parking tickets. We have commitments for six other neighborhood clean teams. We've installed six prototype newspaper racks around the city to eliminate flying newspapers. Surveys show they're wildly popular.

We're focusing on our neighborhoods' environmental needs. The new Department of the Environment will help coordinate all environmental activities, including toxic clean-ups and the implementation of our new sustainability plan. Today, the EPA announced a \$100,000 Brownfields grant—the second we have received in two years—which will target the Bayview/Hunters Point area. We're also implementing a new pesticide reduction ordinance, which has greatly reduced the amount of toxic pesticides being used on public property.

City Hall is responding to the needs of women, also, through domestic violence awareness programs and services for poor women and their children. Our breast cancer summit last year produced a new plan for tracking women with breast cancer, a plan that was discussed at length at the U.S. Conference of Mayors in June. The good news is that the unusually high rate of cancer has dropped in the last few years; the bad news is we don't know why. Our health department will continue to study the issue. We'll be holding a summit next spring "For Women Only" at which we'll draft our women's agenda for a new generation and a new millennium. Women from all over the Bay Area will be invited to participate.

Our City Attorney's office was responsive to San Francisco's citizens by winning the suits against the tobacco industry and by challenging the injustice of Proposition 209.

These are all ways in which this administration is responsive to you. But if you're still not satisfied, you can come directly to me, as 250 of you have during my monthly open door days. It works: Just ask the group of cab drivers who came in to see me during one open door day. They told me of their legitimate concerns. We set up a Town Hall meeting with more than 200 drivers in attendance. We then formed a citywide task force on taxicab issues, chaired by Supervisor Gavin Newsom. The task force has already addressed traffic concerns and airport issues.

You can reach me through the mail—whether electronic or the more old-fashioned postal system. I have received more than 12,000 letters since taking office, and more than 52,000 e-mail messages. This office tries to respond courteously and promptly to you all. I have directed my staff to return every phone call within 48 hours. I trust you'll let me know if this is not the case.

I also have made myself accessible to the media. I've held more than 40 biweekly press availabilities, in which any member of the fourth estate can ask me any question. I meet quarterly with the publishers of the community newspapers. My public appearances are a matter of record — you'll find them posted on the Internet — and any citizen can approach me at any time about any issue.

All of the things I've just outlined to you clearly show how this government is responsive. But what about the bottom line: How have revitalization and responsiveness produced tangible results? Spectacularly, I'm happy to report.

# initiative



In the face of rapidly diminishing state and federal dollars, we have had to look to ourselves for solutions. In many cases, we have found them, and the nation is looking to us as a model for creative solutions to welfare reform, affordable housing, health care, youth services, juvenile justice reform, turning around the public school system and to collaborations between the public and the private sectors.

I believe that our ability to bring together the talents of City Hall, the private sector and the non-profit, community-based organizations has enabled us to respond more quickly than any major American city to the challenges presented by welfare reform. Key to our response is moving forward at a steady clip on housing, jobs and health care.

One year ago, we passed Proposition A, a \$100 million general obligation bond for affordable housing. No other city in America has embarked on a local program this ambitious, and other cities continue to seek our counsel. We are scheduled to begin issuing those bonds in January, which — over a 20-year life span — will yield more than 3,000 rental units and 1,000 first-time homeowner households. Supervisor Amos Brown has introduced legislation to begin implementing Prop. A.

Currently, low-income housing is under construction all over town, in the Mission, in Sunnydale, in the Tenderloin, South of Market, the Duboce triangle, the Sunset. Supervisor Mabel Teng has introduced legislation for an amnesty program for illegal in-law units. I support her efforts.

## participation





We've seen a dramatic turnaround and a new sense of pride in our public housing developments under the direction of Ronnie Davis and Dr. Emma McFarlin. We have a new housing commission for the first time in 18 months. All the public housing developments in the city are undergoing rehabilitation. New townhouse units in Hayes Valley are nearing completion.

## creativity



We're opening new facilities for those without homes, such as the Altamont Hotel, the Hotel Grand Southern, Oak Street House, Dolores Street Community services.

Supervisor Tom Ammiano is conducting community meetings in the Castro on how best to respond to homelessness there. Hallidie Plaza merchants are working with the homeless coalition to improve conditions there. We've just funded a drop-in services center in Bayview Hunters Point. The merchants in the Haight have hired homeless people to clean the streets.

We've created new housing opportunities for people living with AIDS — such as Hope House and 1010 South Van Ness. Richard Hantgin, stricken with HIV and formerly homeless, tells me joyfully his new life at Leland House has given him spiritual and physical strength.

Today I am announcing a \$9 million joint project between the Redevelopment Agency and my offices of Housing, Human Services, Community Development and Children, Youth and Families to develop several low-income housing facilities with on-site child-care and educational and job-training services. This is precisely the kind of multi-dimensional effort needed to address welfare reform.

The revitalization of the city, of which I spoke earlier, is resulting in the creation of new jobs every single day. Jobs for people who don't have them. Better jobs for those people who do. I am committed to developing the skills of employees in both the public and private sectors. So let's talk about human skills.





# assist

Welfare reform means we literally have tens of thousands of people urgently in need of jobs. Unfortunately, many of them are neither prepared nor trained to enter the workforce. Many of them have criminal records, have substance abuse problems, have no concept of what it means to show up for work in a timely fashion every day. They have problems because they are poor, and they shouldn't be penalized now because they are attempting to turn their lives around.

I grew up poor. I know what it's like to struggle. I know that people want dignity and opportunity, not a handout. We've got to get people cleaned up, free of substance abuse, teach them the soft skills such as filling out job applications or knowing how to present themselves. There are obvious social and community benefits to reshaping unemployed people into dependable, quality employees.

Maurice Ray May, a Walden House resident, is a good example of what I'm talking about. Mr. May believed he was unemployable because of his spotty work record and history of substance abuse. He basically had given up. But counseling and training through a city-sponsored Visitation Valley program helped him secure a job at TEG Paradigm. He is now a supervisor there and is working a second part-time job as a maintenance worker for the Housing Authority.

One homeless man went through a Pacific Bell training program. He's now a directory assistance operator. Another unemployed man went through a city-sponsored soft-skill training program and landed a job at United Airlines as a customer representative.

These are success stories. We can do this. We will do this. We must do this.

Let me give you some other examples of what our city's multi-agency efforts are producing:

- The 49ers/Candlestick Mills people need 6,500 workers. They want to use home-grown people, but we have to train them.
- The Giants ballpark developers have set goals: 50 percent of their construction workers will be San Franciscans, with priority given to residents of Bayview Hunters Point, Chinatown, the Mission, Visitation Valley and Potrero Hill. The Giants will work with Community College and trade schools to identify young people for employment, and they will set up a summer jobs program for at-risk youths.
- 56 welfare recipients are training for jobs through a PG&E program.
- 60 people have completed the recreation and parks training program. Most of them now have permanent jobs.
- Up to 90 people will participate in a training and job placement program at the Waterfront restaurant.
- \$450,000 in city money has been allocated to non-profit, community-based organizations for their job-training programs.
- 703 people went through our Visitation Valley job-training program last year, 213 of them now have permanent jobs.
- The Chamber of Commerce has pledged to create 2,000 new jobs by the year 2000.

These efforts around housing and jobs have helped us get hundreds of homeless people

*"People want dignity and humanity."*





off the streets and will significantly prevent others from becoming homeless.

It is well-documented that a large percentage of people living in the streets are suffering from substance abuse and mental illness. We're setting national precedent by providing substance abuse treatment on demand. We've opened Safe Haven for Women and Safe Haven for Men, we expanded Pomeroy House, we have a new detox program at the Tom Waddell Center. Failing to provide care when individuals need it has a tremendous cost to all San Franciscans, and for every dollar we spend on treatment, we save \$7 in other costs. Next we will target mental health treatment on demand.

Our efforts have not gone unnoticed by the federal government. Last year we received \$19 million from HUD in the form of the McKinney Award to finance our comprehensive plan for homelessness. It was one of the highest per capita awards in the country. We anticipate roughly that same amount this year. We received that amount because the federal government recognized that our collaboration of community-based organizations, care providers and city agencies was unique and more importantly, successful.

But I must caution that homeless people will continue to migrate to San Francisco for help. Who can blame them? We're offering a quality of service and care unmatched anywhere else. If other cities, indeed the nation, were to follow our example, this country would be well on its way to making a serious dent in the issue of homelessness. Similarly, if the state took up part of the general assistance funding burden, counties wouldn't have varying services and people wouldn't migrate here in such large numbers.

I'm particularly proud of results achieved this year on behalf of our most important constituents — our youth. They represent the 21st century. They are this city's future business people, social workers, teachers, electricians, policy makers, and yes, mayors.

To a certain extent, everything we do in this city is for our children.

That's why I spend so much time with our youth. I visit at least one school in our city every week, talking to students, listening to what's on their minds. They need hope. They need encouragement. They need opportunities. They need a reason to feel proud of their city and themselves. This is so important, because they are our future.

When Mark Osborne, a teen-aged intern at the Yerba Buena children's center excitedly says he is learning to express himself in a creative way by using art tools, I know we are on the right path.

I am thrilled that San Francisco's public schools are on a winning streak, with test scores inching upward for every racial and ethnic group for the past five years. Superintendent Rojas is to be congratulated.

I am absolutely dedicated to working with Superintendent Rojas. We have entered into numerous partnerships with the school district, from beacon schools to job-training programs, because we know that in order to succeed, our children need comprehensive services.

*"not a hand-out."*

# youth



We held a youth summit and a subsequent youth empowerment conference, both chaired by Supervisor Michael Yaki, to hear the needs and desires of our youth. They told us they were worried about finding jobs and about dealing with personal social crises, about just having somewhere to be besides the streets.

We listened.

Under a new partnership between the city, the school district and community-based organizations, 330 people started working at City Hall this month at 65 different agencies to earn credits, income and training in public service careers. With YouthWork, these kids will learn how government works while taking home a paycheck.

We set up Youthline, a confidential toll-free hotline that provides youth with crisis counseling as well as information about where to go, what to do, and what job opportunities exist. It will be fully operational later this month and will be staffed by trained social workers and kids themselves.

We broke ground on the Excelsior Youth Center, and I challenge any basketball player to a quick game of one-on-one at that facility next summer. We are moving toward completion of the Yerba Buena Children's Center—one of the few downtown sites in the nation dedicated to children and youth. Our Youth Commission is active and vibrant, and I have to tell you, some of those kids are amazing. Some of them intimidate me.

We also have troubled youth. We believe we can help many of them turn their lives

qui



# dance

around through an unusual juvenile justice program. After years of inertia in past administrations, we now have a new juvenile justice plan, developed by criminal justice rehabilitation expert Mimi Silbert, best known as the matriarch of Delancey Street. More than 400 persons participated in the creation of the plan. The plan borrows heavily from Delancey's philosophy of "Act as if." Act as if our kids are somebody, and they will become somebody.

San Francisco continues to be a leader in health-care innovations. We are one of the first cities in America to move forward on a plan for universal health coverage for uninsured citizens — 120,000 of them in San Francisco alone. The federal government couldn't do it. The state government couldn't do it. We believe we can. My blue ribbon task force on this subject will present its findings to me in early 1998. We are anticipating a grant from the California HealthCare Foundation to fund the cost analysis for this project.

No one understands discrimination better than I do, the anger and hurt one feels when an injustice is done to oneself. That's why I was pleased to sign legislation by Supervisors Leslie Katz, Tom Ammiano and Susan Leal, making us the first city in America to require that companies doing business with the city provide equal health benefits to all, whether married or domestic partners. Yes, there have been some wrinkles in implementing the legislation, but we'll iron them out. The point is: It's the right thing to do.

San Francisco General hospital continues to be one of the top-ranked hospitals in the country, with an AIDS facility unmatched anywhere. For so many years we have been fighting this disease, and this year we have seen some promising development. New





# enhance

AIDS cases have dropped for the first time in 15 years, and increasingly, lives are being prolonged by the use of AIDS cocktails—protease inhibitors.

San Francisco for years has played a major role in AIDS research, prevention and education. We have set the tone globally for care services with our much-copied AIDS model. We have a needle-exchange program. We support medicinal marijuana. We added \$3.5 million to this year's budget for life-extending pharmaceuticals. We'll discuss the changing nature of the AIDS model at our Dec. 2 summit on AIDS.

We have had much good news about AIDS this year, it's true, but we cannot relax our vigilance surrounding education. Strong educational efforts are responsible for lowering infection rates among many groups. But there are still many segments of our city with rising rates of infection. To those groups—young African Americans, women in particular, I say: You must protect yourselves. You must stay safe.

We've also seen results in our neighborhood parks, although I admit I'm far from satisfied with the state of our park system. Money was added this year to increase the youth soccer program and double the number of latchkey facilities for our working parents. We renovated the polo fields and made a major commitment to expand our golf course facilities. We've allocated \$300,000 in the budget for a comprehensive assessment of the condition of the parks. We're in the process of finalizing a master plan for Golden Gate Park.

Just last week, we opened a new park and recreation center in Chinatown: the Garden of Peace and Joy. It is a jewel of open space, and a product of community and city collaboration.

The Beach Chalet is another public private partnership that has succeeded beyond our wildest dreams. In the six months since it opened, the visitor center has welcomed more than 350,000 visitors, the restaurant has served more than 180,000 people. In the next few months, the chalet will begin selling handcrafted items made by our teen-agers, with the proceeds going to homeless and shelter programs.

And you know what? Those one-third of a million people moving through the Beach Chalet have not had a negative impact on the pristine nature of the park. The Chalet is a good example of the way in which we can make our parks profit centers. I want to examine ways to enhance the stables, to enhance the boat rental operations and Stowe Lake, to open a high-quality restaurant in the east end of the park as ways in which to generate revenue for the parks. Revenue that can help us restore the Conservatory of Flowers, for instance.

We have a major issue to address in the coming months: transportation.

This is a city that lives and dies on the ability of its citizens to get around. We're a geographically small city built on seven famous hills, and as such, we face a serious congestion problem.

Muni has improved, but I'm still not satisfied. I know I am taking heat for what some people perceive as improvement that is too slow—I've read the editorials, I've seen the letters that come to my office. I know every time a bus is late, every time a rail car is





halted, every time a vehicle malfunctions, that I must accept some responsibility. And I do that willingly.

I'm asking you to understand that the system I inherited has been plagued by 20 years of dry-rot. No one dared take Muni on. No one dared tell you the truth about the system. No one wanted to force accelerated training programs for drivers. No one wanted to push for 24-hour maintenance seven days a week. No one wanted to say articulated buses are unsuitable for San Francisco's hilly streets. No one told you the numbers of inspectors had dwindled to zero. No one told you it takes three years to order a new bus, when all our buses are now at least 10 years old. No one admitted that every time there is a problem in the street — a stalled car, an accident, a double-parked truck—that Muni was going to suffer.

This administration stepped forward and told you the truth.

I put my most trusted man in charge of Muni — Emilio Cruz. I told him to fix it, and he has worked tirelessly.

Under Mr. Cruz's direction, Muni now has accelerated training for drivers and round-the-clock maintenance. We've taken possession of the Breda light rail vehicles. We're moving at breakneck speed to find buses anywhere we can — we're currently negotiating with a company to take possession of a fleet of buses originally destined for Philadelphia. We're bringing in inspectors from the retired Muni bus drivers' pool. We're moving on the F-Line, the Muni Metro extension and the Third Street light rail.

We put cops on buses, and the SFPD reports crime is down 14 percent overall; 28 percent on the most troubled lines. We cleared a backlog of 350 complaints. We've dramatically tightened work rules related to absenteeism. We've held seven open door days to hear your complaints. The cockroaches have moved on to more fertile grounds.

We move 685,000 people per day. Ninety-five percent of riders have a Muni stop within two blocks of their homes. I call that good service.

And by the way, I take great umbrage at a recent National Transportation Safety Board assessment about our safety record. In more than one million trips, we had 10 accidents that resulted in minor injuries. That's .00001 percent. I call that a fligood statistic on safety.

We're breaking ground on Bart to the airport, and we have finally laid to rest the now - outdated notion of a Caltrain extension.

We've modernized our traffic control system — replacing 80 percent of the city's traffic light controllers. Red-light running is down 30 percent thanks to increased vigilance and cameras at intersections, as a result of legislation introduced by Supervisor Susan Leal. We've cracked down on double parkers, bus stop parkers, loading zone violators, drive-way blocker with citations increasing anywhere from 25 percent to 100 percent. We'll open our North Beach parking garage in 18 months.

We've made that depressing experience of retrieving your towed car a little more friendly. City Tow is now one-stop. In a policy change, you can now reclaim your car on the





# covenant

spot if the tow truck has not yet entered the flow of traffic.

We will be convening a bicycle summit within the next few months to address ways in which we can make our city more friendly to alternative forms of transportation.

Congestion is a side effect of a robust city. We want revitalization in our city. We want increased tourist activity. It benefits us all. That's why together we must find a way to address the issue. I'm confident we will.

When you elected me two years ago, we entered into a covenant — a union filled with hope and expectations.

We are such a small big city. We're the people who see each other at church on Sundays. We're the people who run into each other at restaurants, in the movie lines. We're the people who know each others' foibles and past allegiances. We're the ones who have feuded and fought, made up and moved on.

We weathered the first 20 months together with many successes and with the acknowledgment we have a ways to go.

It is time now to renew our vows. To remember what we asked of each other.

You said to me: Don't let obsessive process hamstring our city. Don't let antiquated ideologies stifle us. Don't let bureaucratic laziness go unnoticed.

And I pledged to you: Not on my watch. Not in my administration. Not ever.

*"It is time now to renew our vows.  
To remember what we asked of each other."*

I asked you to:

Help me take this city into the next millennium. Help me identify those citizens courageous enough to put the good of all San Franciscans before their own personal and political agendas. Help me keep this the true city of Saint Francis, with compassion and concern for all. Help me make this a city for our children and our children's children.

You pledged yes and elected me mayor. Together we are keeping our commitments. You have supported me, and I have brought revitalization, responsiveness and results. That makes for a sturdy relationship. One we can all be proud of.

I know we won't let each other down.



## City Service Listings

Animal-related services 554-6364  
Animal-related emergencies 554-9400  
Lost pet information 567-8738

Children, Youth and Their Families  
Jeff Mori, Director 554-8990  
YouthWorks  
Peter L. Rocha, Director, 554-7399

City of San Francisco's Web Page: <http://www.ci.sf.ca.us/depts.htm>

Commission on the Status of Women  
Sonia Melara, Executive Director 252-2570

Community Development  
Margine Sako, Director 252-3100

Controller  
Ed Harrington 554-7500.

Coronor 554-1694

Disability Services  
Paul Imperiale, Coordinator, 554-6252

Economic Development  
Sue Lee, Director 554-6117  
New and existing business assistance 554-6249  
UMB/Seismic Safety Loan Program 554-6467  
Enterprise Zone Information 554-6969

Elections 554-4375

Emergency Services and Community Safety  
Lucien Canton, Director 558-2701  
General Information 558-2700  
Film Commission  
Robin Eickman, Director 554-6244  
Hotline: 554-4004

Environmental Department  
Beryl Magilavy, Department Head 552-7732

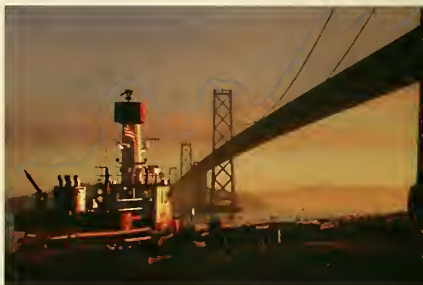
Grants for the Arts  
Kary Schulman, Director 554-6710

Health Department  
Dr. Mitchell Katz, Acting Director 554-2556  
Information 554-2500  
Community Public Health Services 554-2620  
AIDS Office 554-9000

Homelessness, Mayor's Office of  
Terry Hill, Director 252-3136

## Housing

Building inspection 558-6131  
Housing Authority 554-1200



Mayor's Office of Housing 252-3177  
Rent board 252-4648

Neighborhood Services  
Bevan Duffy, Director 554-7111

Neighborhood City Halls  
Bayview/Hunters Point 695-5031  
Chinatown, Lih-Meei Leu, 554-6174  
Eddie Tsui, Parking & Traffic 554-2315  
Lois Scott, Planning 558-6317  
Elaine Tom, Rec & Park 292-2017  
(OMI) Excelsior 337-4830, 337-3031  
West of Twin Peaks/Sunset/Park Merced 753-7320

Parking & Traffic  
William Maher, Director 554-5800  
Information 554-PARK  
Abandoned cars 781-JUNK  
Blocked driveways 553-1200

Police  
Emergencies 911  
Non-Emergencies 553-0123  
Public Information 553-1014

Public Library  
General Information 557-4400  
Internet Address: <http://sfpl.lib.ca.us>

Public Works  
Mark A. Primeau, Director 554-6920  
Condominium Conversion 554-5827  
DPW 24-Hour Emergency Number 415 695-2020  
Disability Access 558-4524  
Graffiti Hot-Line 241-WASH  
Noise-Street Construction 554-2777  
Potholes 695-2100  
Sewer Repair 695-2096  
Street Cleaning 695-2017  
Street/Sidewalk Inspection 554-5810  
Tree Planting 554-6700  
Trees (City Owned) 695-2162

Transportation  
Emilio Cruz, Muni Director 923-6212  
MUNI Information 673-6864  
RIDES (General Public Assistance 1 800 755-POOL  
TravInfo (Regional Transportation Info)  
(any area Code) 817-1717

Waste management  
Solid Waste Management 554-3400  
Recycling Hotline 554-6193 or 554-7329  
Hazardous Waste Hotline 554-4333

Water Department  
Anson Moran, General Manager 554-3160  
Water Department Information 923-2400









